# Management Response to CapApp/RevApp

Version April 2018

 **Aim:** This document, named Management Response, aims to comment on the utility of the CapApp/RevApp report and illustrate **SOS Børnebyerne’s** management position on the report. It will contain the following sections:

1. **Overall response to the CapApp/RevApp**: In this section, Management presents its overall views on the report and its conclusions.
2. **Response by recommendation**: In this section, Management should address each recommendation, discussing them in the order presented in the executive summary of the report. This should be done in the format of the Management Response matrix below and include: the recommendation number and text (abbreviated if necessary); a statement and a comment on whether the recommendation is accepted fully, partially, or rejected; action to be taken; the responsible party for follow-up action and time-frame for implementation. In the case of a partially accepted or rejected recommendation, reasons should be indicated.

The document forms part of programme application process.

**Management response matrix:**

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| **Overall response to the RevApp report by Bente Topsoe-Jensen** SOS Børnebyerne is welcoming the Review and Appraisal report and appreciative of the concrete and straight-forward recommendations that fit very well with our own understanding of our strengths and weaknesses. Some recommendations are therefore already being implemented while others give us inspiration and guidance for our future capacity development efforts. |
| **Recommendation** | **Management responseAccepted, partially accepted or rejectedand comment on the recommendation** | **Management plan** |
| **Actions taken or to be taken** | **Lead on action** | **Timeframe** |
| **Theme/section: Programme Management Capacity** |
| Recommendation 1Financial administrative capacity at ESAF regional office. It is recommended that a decision on strengthening the financial administrative capacity at ESAF regional office or maintaining the financial administration of the CAQACP-program in Copenhagen is taken soon. If the decision is to strengthen the capacity for phase two – which is recommended – then measures should be taken already during the present program phase.  | Accepted. It is the ambition and preference of the Danish management team to build the capacity of the regional office. SOS Denmark has in collaboration with Nordic PSA’, taken initiative and financially supported a thorough capacity review of ESAF regional office, which was conducted late 2018. Based on the recommendations coming out of the review, we expect to increase capacity on key areas such as finance and HR over the coming year. We will also support these processes in close collaboration with the region and other PSA’s present in ESAF | Describe action(s)An additional finance controller is being recruited in SOS Denmark in a temporary position for one year with the possibility to extend. The final decision on whether to hire a finance controller at IOR level is based on how we assess progress in organisational changes, especially on HR and finance processes. If progress is visible and satisfactory, the recruitment process in ESAF will be initiated in order to have the person in place well ahead of the planned start-up of phase II. | InsertDirector of Finance and Operations, Financial ControllerFinancial Controller, Programme Manager, International Director | InsertApril 2019June 2019 |
| **Recommendation 2**Theory of Change. TOC and intervention logic are mainly tools for project formulation, but it is **recommended** that it is used more proactively in the International department in SOS DK as well as in dialogue with the MAs as an analytical instrument.  | **Accepted**. We will include discussions about the ToC in both skype meetings, review meetings, in the formulation workshop and during future monitoring visits.Also, we will disseminate the TOC internally in the international department through regular exchange and learning sessions so staff is familiar with the TOR and can support implementation through the CISU Programme and other interventions when relevant.  | Describe action(s)Review meetings (skype and physical)Formulation workshop Monitoring visitsMeetings in international department  | InsertProgramme Manager(s)Regional Alternative Care Advisor | InsertQuarterly in 2019June 2019Annually 2020-23 and during monitoring visitsOngoing  |
| **Recommendation 3**Capacity building. It is **recommended** to undertake a Knowledge-Attitude-Practice survey to test the degree of acquired knowledge and skills and their application among trainees. | **Accepted.**Some test have been done to assess level of understanding and knowledge. We agree that a uniform approach is needed. | Describe action(s)A format for KAP survey has been chosen, and will be introduced in June during the formulation workshop and further integrated into a planned regional M&E training (focus on best practice documentation) in July 2019. | InsertProgramme Manager and Regional Alternative Care Advisor | InsertJune/July 2019 |
| **Recommendation 4**Strategic services. It is **recommended** to explore ways of providing the children with a platform for a more active voice when it comes to harvesting lessons learned on the results of Alternative Care trainings and other support interventions. | **Accepted**.We agree that child participation is key in the programme and it has been discussed among the participating SOS organisations how to strengthen this part. Some actions are in the pipeline in phase I, while it will be emphasised and further elaborated throughout phase II. | Describe action(s)Children will be invited to participate in the formulation process at country level and Participation will be a key theme during the formulation workshop.Youth Forum for Alternative Care Leavers in Kigali to train their leadership skills and bring their voices into the discussions on quality care Develop methodologies for capturing child wellbeing directly from children.Knowledge sharing specifically on child participation in the last review meeting in Rwanda including specific learnings from RW projects on participation and psychosocial health.  | InsertMAsOrganised by IOR with participation from the whole regionalFairstartProgramme Manager/ Regional Alternative Care Advisor | InsertMay-Aug 2019July-August 2019Oct-Dec. 2019Nov-Dec 2019 |
| **Recommendation 5**Activity planning. It is **recommended** that a uniform format for activity plans is used. | **Accepted.**The international federation is currently rolling out a new RBM system. As only one country among the participating SOS organisations (Tanzania) has received the training (2018), there has so far been less uniformity in planning and reporting. With a new regional AC advisor who also holds a Master’s Degree in M&E this is high priority to streamline during the rest of 2019. | Formats will be shared, discussed and tested during revision of plans and quarterly reports. | Regional Alternative Care Advisor / Programme Manager | April – September 2019 |
| **Recommendation 6**Reporting. It is **recommended** to develop a reporting format, which allows for systematic follow-up on planned activities, i.e. with a direct linkage to the activity plans. | **Accepted.**See also above. This is in the pipeline for 2019. Some inconsistency in reporting formats is related to changed formats from CISU over the past years. In any case, it is easier to have uniformity when we are allowed to use SOS’ own reporting formats. | Formats will be shared, discussed and tested during revision of plans and quarterly reports. | Regional Alternative Care Advisor / Programme Manager | April – September 2019 |
| **Recommendation 7**Monitoring. It is **recommended** to make use of qualitative case stories to sustain qualitative case stories to sustain quantitative performance monitoring. It is further **recommended** to make a systematic effort on performance monitoring against set indicators and targets with the aim of enhancing the documentation and accountability.  | **Accepted.**Improvement of M&E is a high priority in SOS Denmark in international and regional offices as well as in the MA’s. We agree with the potential for using qualitative methods such as case stories for learning and performance monitoring and a more systematic approach to monitor against set indicators and targets. Monitoring will be done based on both results and performance. | We are in the process of planning joint training on documentation of best practices. In relation to this, we will develop a small handbook , which summarises key learnings and recommendations.New M&E formats will be systematically introduced. | Regional Alternative Care Advisor / Programme Manager | April – September 2019 |
| **Recommendation 8**Knowledge management. It is **recommended** to introduce brief weekly reflections at location offices, which can serve to collect qualitative monitoring data and lessons learned.  | **Partly accepted.**Knowledge management is extremely important and sharing is an integrated part of the CISU programme’s relevance and justification. However, SOS DK wants to give MAs sufficient autonomy to make decisions on how best they can facilitate and secure this knowledge sharing. The feedback from the MAs is that weekly reflection meetings might be too frequent given the diverse programme activities, frequent travels and field visits by staff and managers. The recommendations concerning improved M&E and data collection is also expected to contribute to inspirational and systematic knowledge sharing. | All MAs have bi-monthly or monthly meetings at location level and have quarterly meetings between national and location offices with structured discussions on progress and synergy with other programmes. |  | Already implemented |
| **Theme/section: Finalisation of Concept Note** |
| **Recommendation 9**Sustainable Development Goals. It is **recommended** in the final version of the Concept Note to elaborate on the use of the SDGs. In addition, attention should be paid to the specific SDGs of governance (#16) and partnerships (#17), which can be linked directly to the CAQACP-program. Furthermore, some – but not all – Strategic Guidance Notes[[1]](#footnote-1) have references to the SDG, which could be further unfolded and used proactively in the future program formulation. | **Accepted.**More references to the SDGs have been added to the Final Concept note. | **Describe action(s)** | **Insert** | **Insert** |
| **Recommendation 10**Theory of Change. A minor issue is that the TOC is mentioned in three different paragraphs in the draft Concept Note – on page 6, page 9 and page 10 – with slight differences. It is **recommended** to make sure the TOC narrative is uniform in different paragraphs and to avoid repetitions.  | **Accepted**This is amended in the Final Concept Note. |  |  |  |
| **Recommendation 11**M&E system. It is important that the need for systematic monitoring of program performance is explicitly acknowledged. For this to be reflected in the final version of the Concept Note, it is **recommended** to 1. Include training of program/project implementation staff in M&E concepts, philosophy and practices with attention on output as well as outcome/impact monitoring
2. Break down the monitoring practices in manageable tasks and integration with implementation
3. Undertake systematic and frequent follow-up on collected data, analysis and discussions to generate learning and knowledge on an everyday basis with staff on the ground
 | **Accepted*** 1. Training in M&E and documentation is planned for 2019.
	2. M&E persons included in Formulation workshop and M&E focus of the AC advisor.
	3. Data, analysis and discussions to generate learning and knowledge are essentials in this programme and will be integrated in all work processes.

Regular follow up in a systemised way from PSA, IOR and national office shall help improve consistency and learning.  | 1. Regional training planned (at MSTCDC, Tanzania)
2. M&E persons from each MA invited to the formulation workshop
3. Comprehensive and systemised M&E plan is in the pipeline
 | Regional Alternative Care Advisor  | July 2019June 2019May - September 2019 |
| **Recommendation 12**HRBA. It is **recommended** that a more explicit and detailed reference to human rights and child rights could be written into the text. | **Accepted**HRBA is integrated in the text of the final concept note rather than in a separate section. |  |  |  |
| **Recommendation 13**Sustainability. It is **recommended** that the revised Concept Note incorporate sustainability considerations in a number of areas of the program concept. Some of the areas could be:1. Capacity building of implementing partners and government institutions in e.g. Alternative Care will contribute to their *technical sustainability*.
2. Organizational strengthening of MAs will influence positively their *organizational sustainability*. To the extent that this support also deals with resource mobilization capacity, it will impact on the *financial sustainability*.
3. The basic support given to caregivers and foster parents to improve their chances of *economic sustainability* in the form of access to other various support programs operating in their areas may be combined with concerns on *environmental sustainability* in terms of choice of economic activities.
4. Advocacy activities related to changes in legal frameworks and practices are measures that support *institutional sustainability*.
 | **Accepted**Considerations on how we work with sustainability on many parameters are highly relevant and further elaborated in the Final Concept note. |  |  |  |
| **Recommendation 14**Budget. Considering that the contextual conditions differ considerably in the four countries, e.g. to what extent advocacy can take place, the scope of studies to be undertaken, training costs etc. it is **recommended** that these differences be reflected in the budget allocation per country. It is further It is **recommended** that the final budget reflects the prioritization described in the TOC and includes more detail in the form of budget notes. In general, it is important that budget lines correspond to a narrative explanation in the main text of the Concept Note. | **Accepted**The format of the budget accompanying the final concept note allow little room for detailed explanations of the figures. At this early stage, only few decisions are made on the exact prioritisation of single countries and outcome/output areas. With these limitations taken into consideration, we have tried to explain a few more details and priorities in the budget notes and ensured they are reflected also in the text of the Final concept note. |  |  |  |
| **Recommendation 15**Popular engagement and development engagement. It is **recommended** to include considerations on how this will be included in the proposed second phase. | **Accepted**This CISU-funded programme give us some learnings that feed directly into our coming Danish positioning strategy. Therefore we expect that phase II will include more learnings and more opportunities to inform and interact directly not only with our supporters, but also with other stakeholders in Denmark that are engaged in Alternative care and social work both in Denmark and in the global South. This relates to the stronger advocacy focus also at international level for phase II. |  |  |  |

1. Annex D from CAQACP Program Document, September 2016. [↑](#footnote-ref-1)